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Committed 6

Approved For Release 2004/12/22 : CIA-RDP80M01133A000100160002-9

DCI-IC 75-1800

21 October 1975

MEMORANDUM FOR: D/DCI/IC

SUBJECT : Strengthening of the Human Sources
Committee (HSC)

1. On 9 October 1975 [] and I recommended to you the creation of a substructure and expanded Secretariat integrated into the Intelligence Community Staff to strengthen the work of the Human Sources Committee. You approved these recommendations in principle, requested preparation of an appropriate paper for the DCI presenting these recommendations, and suggested moving ahead with creation of the substructure even though we would probably not soon receive approval for all the Secretariat spaces required. Subsequently we have been asked to address office space requirements.

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2. This memo provides:

a. Recommendations on alternative staffing of the expanded HSC Secretariat;

b. Draft memo for the DCI to obtain his approval for the new substructure.

3. The substructure and Secretariat you approved in principle is at Tab A. This proposal was for 10 slots in addition to the two already approved for the Chairman (Ambassador) and his secretary. I propose that we attempt to fill five as indicated at Tab B. This leaves a shortfall of five spaces which could be filled if additional spaces were provided the HSC. We are advised that it is inappropriate to request allocation of spaces to the IC Staff when recent increases in IC Staff space authorization have not been filled. These required spaces for the HSC are described at Tab B. An alternative to reallocating five spaces to the HSC would be to utilize the two spaces for the Chairman and his secretary against the two spaces of the

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Executive Secretary and his secretary. Only three additional spaces would be required.

4. We are, however, reviewing informally with State the availability of a suitable replacement for you as Chairman. Designation of a Vice-Chairman should await completion of this review.

5. As regards space, the co-location of the HSC Secretariat and IC/HUMINT is desirable. Total space needed by a temporary five-person secretariat is 750 square feet. We should plan on space for the full complement of 12 persons (10 in the Secretariat plus the Chairman and his secretary). This would involve about 2000 square feet. We are unable to suggest now where that much space could be acquired. Co-location with IC/HUMINT (five persons; 750 square feet) also seems unrealistic in present circumstances. Because of the need for ready access to the National Intelligence Officers, CIA analytic/producer elements, and the DDO, re-locating the HSC Secretariat in another building is not wise. Therefore, our negotiations with DDI/CGAS on slots should include the space issue too, with the aim of housing as much as possible of the HSC Secretariat there at least on a temporary basis.

25X1 6. IC/HUMINT-Human Sources Committee Relationship. In addition to the IC/HUMINT support to the HSC mentioned above [] as Chairman and de facto staff support in the Orientation and Training Group; [] on Plans), IC/HUMINT would propose to perform the following functions for the HSC: 25X1

25X1 [] Chairman of CICAG, handling of special issues that may arise with DDO.

25X1 [] Executive Secretary of CICAG, staff support to Assessments subcommittee (extension of present work on FOCUS).

25X1 [] Staff support requiring Department of State follow-up, actions (FOCUS follow-ups, etc.).

7. The plan outlined is a compromise. If some of these personnel and spaces are not provided, we will propose alternatives including seeking contributions from DIA and other agencies. I recommend that you consider the possible availability of present IC Staff slots for the needed Secretariat positions.

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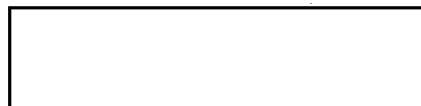
8. You will note that the memo to the DCI (Tab C) makes no request for a specific number of slots at this time; the memo is intended to obtain his approval of these initiatives and to alert him to a possible later slot request.

9. I recommend that:

a. You approve the steps to fill five spaces on the HSC Secretariat. (Para 1, Tab B)

b. You approve allocation of five IC Staff spaces to the HSC Secretariat. (Para 2, Tab B)

c. You approve the proposed memo (Tab C) to the DCI.



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C/HB/ICS

Attachments:

Tabs A, B, and C

APPROVED:

D/DCI/IC

Distribution:

- 0 - D/DCI/IC, w/atts (through EO/ICS, AD/DCI/IC)
- ✓ 1 - IC Registry, w/atts
- 1 - HSC, [redacted] w/atts
- 1 - HB/Chrono, w/atts
- 1 - HB/HSC Org, w/atts
- 1 - HB, [redacted] w/o atts

DCI/IC/HB [redacted] (21 Oct 75)

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HUMAN RESOURCES COMMITTEE

*Chairman: Lt. General Samuel V. Wilson

*Vice Chairman: To be named. (Either the Chairman or vice chairman ordinarily will be from the Department of State)

*Executive Secretary:

25X1

*Secretariat: The objective is to develop over the next several months a staff of full time people assigned to support the Office of the Chairman. Secretariat officers will be assigned to support each Subcommittee and Advisory Group. The projected size of the Secretariat is six professionals, two assistants, and two secretaries.

HRC

EXECUTIVE STEERING GROUP

Chairman: (Executive Secretary)

Members: Representatives from State, CIA, DIA, and IC Staff

Responsibilities: (Revised under new structure)

- *Advises Chairman HRC regarding concerns Committee should address
- *Drafts annual HRC Action Program
- *Monitors for Chairman HRC Activity under Action Program (in conjunction with Subcommittee and Advisory Groups)
- *Reviews activities of Secretariat on behalf of Chairman HRC
- *Performs other Tasks, as directed by Chairman HRC

HRC

CLANDESTINE INTELLIGENCE COLLECTION ADVISORY GROUP

Chairman: [] (IC Staff, detailed from CIA/DDO)

Members: Representatives of USIB Agencies which have responsibility to conduct Clandestine Collection Operations. Membership augmented from other agencies as required by specific issues.

Responsibilities:

*See Terms of Reference, 3 April 1975.

*"The Advisory Group is to advise and assist the Human Sources Committee, and through its Chairman, the DCI, on the discharge of the DCI's responsibilities for collection of foreign intelligence information through clandestine means employing human sources."

" In carrying out its responsibilities pursuant to paragraph 2 the Advisory Group will serve as a forum for discussion and development of recommendations on human source clandestine collection activities including allocation of effort, effectiveness of collection programs and supportive research and development, and related issues concerning collection policies and programs. The Advisory Group's activity shall be conducted without impingement upon the coordination responsibilities established by DCID 5/1."

Staff Support: From HRC Secretariat and from IC Staff

HRC

ORIENTATION AND TRAINING ADVISORY GROUP

25X1 Chairman: (IC Staff - detailed from State)

Members: Representatives from USIB Agencies; auxilliary members from
Foreign Service Institute, Defense Intelligence School, CIA/OTR

Responsibilities:

*Conducts activities related to HRC Program Tasks 2.1 (briefing)
and 2.2 (training)

Staff Support: From HRC Secretariat ^{IC Staff} and from Member Agencies.

25X1

HRC

PLANS AND PROGRAMMING SUBCOMMITTEE

25X1 Chairman: (DIA)

Members: Representatives from USIB Agencies. Associate members from other US agencies with information gatherers overseas (eg. Agriculture, Commerce).

Responsibilities:

- *In cooperation with IC Staff, develops and staffs a National Human Resources Plan as a component part of the proposed family of National Plans (HRC Task 1.2).
- *Develops a human resources contribution to the Key Intelligence Question Evaluation Program (HRC Tasks 3.4 and 4.6); Monitors HRC interests in KEP program.
- *Provides recommendations for performance measurement and for program review and adjustment (HRC Task 4.7).
- *Performs other tasks, as directed by Chairman HRC.

Staff Support: From HRC Secretariat ^{IC Staff} and from Member Agencies.

HRC

ASSESSMENTS SUBCOMMITTEE

Chairman: To be named (State)

Members : Representatives from USIB Agencies and auxilliary members from non-USIB Agencies. Representatives invited from all agencies that have an interest in the outcome of a particular FOCUS of other assessment.

Responsibilities:

*Conducts various activities in response to HRC Objective 4: "Evaluate the effectiveness of human source collection and make recommendations designed to improve reporting performance."

*In particular, completes FOCUS assessments and related activity (Task 4.2).

*Supervises the preparation and reviews the results of other programmed and special ad hoc assessments, as requested by the Chairman HRC.

Staff Support: From the HRC Secretariat. Contributions regarding assessments from Member Agencies.

HRC

GUIDANCE AND REQUIREMENTS SUBCOMMITTEE

Chairman: (CIA)

Members : Representatives from USIB Agencies. Supplemented by representatives from non-USIB Agencies who have information gatherers overseas, when appropriate.

Responsibilities:

- *Conducts various activities related to HRC Objective 3: "Improve collection guidance and the systems for levying requirements on human source collectors and reporters."
- *In particular, encourages the development and use of informal--but controlled--interagency dialogue between analysts and collectors (eg. SKYLINK calls, informal correspondence).
- *Sponsors guidance in selected functional areas (eg. nuclear proliferation).
- *Examines the utility of the CIRL and of other guidance mechanisms and makes appropriate recommendations.
- *Examines the need for and dimensions of a system for ensuring HRC approval of national requirements for human source collection that would involve significant retargeting, substantial monetary cost, or unusual political or personal risk.

Staff Support: From HRC Secretariat and from Member Agencies.

HRC

RESEARCH AND DEVELOPMENT SUBCOMMITTEE

25X1 Chairman: [] (IC Staff - detailed from CIA/DDS&T)

Members : Representatives from USIB Agencies. Auxilliary Members from R&D components of the US Government who conduct research potentially useful to human source information gatherers.

Responsibilities:

- *Conducts various activities related to HRC Objective 5: "Improve the application of government R&D resources to human source collection problems."
- *Addresses long-term hardware and human skills R&D support to human sources information collection and reporting, particularly to overt collectors and reporters.
- *Develops action responses to the recommendations and concerns expressed in the 2 September 1976 letter from the Chairman IRAC R&D Council to the DCI regarding HUMINT R&D; prepare followup reports for the IRAC Council.
- *Continues to work closely with the IC Staff in assuring that the IRAC Research and Development Council gives adequate attention to the need for human source R&D (LOI to Chairman HRC).

Staff Support: From HRC Secretariat, from IC Staff, and from Member Agencies.

HRC

PROPOSED SECRETARIAT

Executive Secretary -- GS 15/16
--coordinates all activity; supports full Committee; serves as Staff Chief

Plans Officer -- GS-15
--principal activity is to support Plans/Programs Subcommittee
--acts as Deputy Executive Secretary (tentative)
--participates in selected evaluation activity (eg. FOCUS)

Assessments Coordinator -- GS-14/15
--principal function is to support Assessments Subcommittee
--will arrange for additional support from Secretariat or elsewhere vis-a-vis
FOCUS and other assessment activity

Guidance Coordinator -- GS-14/15
--principal activity is to support Guidance Subcommittee
--provides other support, as requested, particularly regarding Program Tasks
not subsumed under subcommittee and advisory groups (eg. Tasks under
Objective 2)

R&D Specialist -- GS-13/14
--principal task is to support R&D Subcommittee
--provides other support, as requested, particularly related to interface
between R&D and training

Orientation-Training Officer -- GS-13/14
--principal task is to support the Group
--principal concern is with Tasks 2.1 and 2.2
--if loci of interagency briefing arrangements shifts to Secretariat, supervises
that activity, including briefing arrangements made by briefing assistant
--performs other services, as requested, eg. with FOCUS Project

Two intelligence assistants (GS-10, GS-08) are requested. One would provide
general support; the second would arrange interagency briefings. . .

Two secretaries are requested; one would be a senior secretary, GS-08.

* These are necessary slots in addition to those needed by the HRC Chairman
(GS-18) and his secretary.

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INTERIM STAFFING
HUMAN SOURCES COMMITTEE

1. Of the 10 spaces requested in Tab A, we may be able to fill five in various ways:

- a. Plans Officer, Plans and Programming Sub-Committee (GS-15)

25X1 [redacted] Col., US Army Retired
25X1 provided by HB/ICS; or a combination of
[redacted]

- b. Guidance Coordinator, Guidance and Requirements Subcommittee (GS-14)

25X1 [redacted] presently on loan to DDI/CGAS
25X1 [redacted] could be transferred on loan
to HSC/IC Staff. No immediate space authorization
required but subject to approval by DDI.

- c. R&D Specialist and Chairman, R&D Subcommittee (GS-13/14)

25X1 [redacted] currently on loan to IC Staff.
No personnel space or other authorization required.

- d. Orientation/Training Officer (GS-13/14)

25X1 Supports Orientation and Training Advisory
Group. [redacted] may be available on loan
from DDS&T/ORD. Subject to negotiation.

- e. Intelligence Assistant (GS-10)

To be provided by DDI/CGAS. Must be negotiated.
This briefing/orientation function would be transferred to ICS.

2. Additional spaces required for Human Sources Committee.

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- * 1 - Executive Secretary, GS-15/16
- 1 - Assessments Coordinator (GS-14/15), supports Assessments Subcommittee
- 1 - Intelligence Assistant - general staff support to HSC
- 2 - Secretaries - support HSC Secretariat

TOTAL * 5 (4)

* Preliminary discussions with Chief, DDI/CGAS indicate the possibility of obtaining the transfer of and his slot from DDI.

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D R A F T

UNITED STATES INTELLIGENCE BOARD
HUMAN SOURCES COMMITTEE
OFFICE OF THE CHAIRMAN

HSC-C-155

MEMORANDUM FOR: Director of Central Intelligence
SUBJECT : Strengthening the Human (Re)sources
Committee (HSC)

1. This paper requests your concurrence in the establishment of certain substructure for the Human Sources Committee and your support for the development of a permanent Secretariat. Rationale is provided below; an outline showing proposed sub-committees and advisory groups is provided at Tab A.

2. The HSC has been a full USIB Committee for some fifteen months, and I have served as Acting Chairman for the past nine months. Under difficult circumstances and with no full-time staff or members, we have made some progress in fulfilling the responsibilities assigned us under DCID 1/17. But we are not yet acting effectively as orchestrators and coordinators of U.S. Government foreign information gathering by persons--a role that some in PFIAB and in the Congressional select committee staffs assume we are, or should be, fulfilling.

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3. HSC activities have been marked by some progress and frustration.

--FOCUS. Seven studies were completed last summer, and informal post mortems are scheduled for November.

25X1

[REDACTED]

Objectives, nine studies are to be completed by the end of December and another twelve in the next six months. Increasing HSC staff support is being provided to the NIO's regarding their portion of FOCUS; follow-on HSC activity has included discussion by collection manager representatives in full Committee meetings and the preparation of HSC reports. Given our current structure and absence of staff, there is no reasonable chance that the targets specified in the Management Objectives will be reached.

--National Human Source Plan. Expected to be a significant part of the National family of Plans, the HUMINT plan is not likely to be completed by the end of the first quarter of 1976 (as per your Management Objectives). The concept for the Plan is still being developed.

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--R&D and Training. I recently sent you [REDACTED] letter regarding HUMINT R&D and human skills training.

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I am anxious to pursue the opportunities that R&D and human skills training offers for government-wide human source improvement.

--Other matters. In our examination of guidance and requirements mechanisms for human source information gatherers some progress has been made in facilitating informal--but controlled--dialogue between analysts and collectors. Efforts to increase the information flow from non-USIB elements [REDACTED]

25X1

25X1

[REDACTED] No assessments of human source reporting--except FOCUS--have been completed in recent months. Other prospective topics for HSC consideration have been put aside because of the lack of staff to do the work.

4. In an effort to grapple with some of these problems, we have explored various organizational options designed to involve more people from various agencies in the pursuit of particular HSC objectives. With your concurrence, I propose to take the following steps before the end of October:

--Rename the HSC the Human Resources Committee (in order to get rid of some of the unfavorable connotations that the word "source" has for some people).

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--Establish four subcommittees (Plans and Programming; Assessments; Guidance and Requirements; and Research and Development) and two Advisory Groups (the Clandestine Intelligence Collection Advisory Group--already in being--and an Orientation and Training Advisory Group).

--The Chairman and membership of these subcommittees and groups are suggested in the attachment. You will note that I would spread the leadership roles among CIA, State, DIA, and IC Staff people.

25X1 5. Finally, I believe it essential that the HSC have a Secretariat/Staff of full-time people. It is incongruous that this Committee--with so many important challenges--has had to depend upon Ed Proctor and others for part-time assistance. [redacted] who has served as Executive Secretary since the origin of the Committee, works long, hard, and effectively, but he serves concurrently as a Deputy Group Chief in the DDI Collection Guidance and Assessments Staff. I would like to bring Dave into the IC Staff and to acquire several other professional, assistant, and clerical slots. Minimal support can be provided to the HSC and its subcommittees by a Secretariat of six professionals, two assistants, and two secretaries. I am reviewing IC Staff resources and exploring with Ed Proctor and others the

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possibilities for acquiring the people and slots necessary for such a Secretariat. Simultaneously, I would propose to proceed with establishment of the subcommittees so that some work can get underway even before the Secretariat is fully staffed.

Samuel V. Wilson
Lieutenant General, USA
Acting Chairman

Attachment

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HUMAN RESOURCES COMMITTEE

*Chairman: Lt. General Samuel V. Wilson

*Vice Chairman: To be named. (Either the Chairman or vice chairman ordinarily will be from the Department of State)

*Executive Secretary:

25X1

*Secretariat: The objective is to develop over the next several months a staff of full time people assigned to support the Office of the Chairman. Secretariat officers will be assigned to support each Subcommittee and Advisory Group. The projected size of the Secretariat is six professionals, two assistants, and two secretaries.

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HRC

CLANDESTINE INTELLIGENCE COLLECTION ADVISORY GROUP

Chairman: [REDACTED] (IC Staff, detailed from CIA/DDO)

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*See Terms of Reference, 3 April 1975.

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Staff Support: From HRC Secretariat and from IC Staff

HRC

ORIENTATION AND TRAINING ADVISORY GROUP

25X1 Chairman: (IC Staff - detailed from State)

Members: Representatives from USIB Agencies; auxilliary members from Foreign Service Institute, Defense Intelligence School, CIA/OTR

Responsibilities:

- *Conducts activities related to HRC Program Tasks 2.1 (briefing) and 2.2 (training)

- *Sponsors improvements in training and personnel selection, making available to information gatherers and intelligence collectors of all agencies the latest and best information available regarding "human skills" and cross-cultural factors. The emphasis would be on interpersonal skills such as motivation, observation, elicitation, conscious manipulation, and the like. (See the letter to the DCI from the Chairman, IRAC R&D Council, dated 22 September 1975.)

Staff Support: From HRC Secretariat^{IC Staff} and from Member Agencies.

HRC

PLANS AND PROGRAMMING SUBCOMMITTEE

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- *Provides recommendations for performance measurement and for program review and adjustment (HRC Task 4.7).

- *Performs other tasks, as directed by Chairman HRC.

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ASSESSMENTS SUBCOMMITTEE

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Responsibilities:

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- *In particular, completes FOCUS assessments and related activity (Task 4.2).

- *Supervises the preparation and reviews the results of other programmed and special ad hoc assessments, as requested by the Chairman HRC.

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--participates in selected evaluation activity (eg. FOCUS)

Assessments Coordinator -- GS-14/15
--principal function is to support Assessments Subcommittee
--will arrange for additional support from Secretariat or elsewhere vis-a-vis
FOCUS and other assessment activity

Guidance Coordinator -- GS-14/15
--principal activity is to support Guidance Subcommittee
--provides other support, as requested, particularly regarding Program Tasks
not subsumed under subcommittee and advisory groups (eg. Tasks under
Objective 2)

R&D Specialist -- GS-13/14
--principal task is to support R&D Subcommittee
--provides other support, as requested, particularly related to interface
between R&D and training

Orientation-Training Officer -- GS-13/14
--principal task is to support the Group
--principal concern is with Tasks 2.1 and 2.2
--if loci of interagency briefing arrangements shifts to Secretariat, supervises
that activity, including briefing arrangements made by briefing assistant
--performs other services, as requested, eg. with FOCUS Project

Two intelligence assistants (GS-10, GS-08) are requested. One would provide
general support; the second would arrange interagency briefings. . .

Two secretaries are requested; one would be a senior secretary, GS-08.

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(GS-18) and his secretary.

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